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CIA CAREER COUNCIL

9th Meeting

Thursday, 12 May 1955

DCI Conference Room

Administration Building

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Present

Harrison G. Reynolds  
Director of Personnel  
Chairman

[redacted]  
Chief of Operations, DD/P  
Alternate for DD/P, Member

25X1A9a

Lyman B. Kirkpatrick  
Inspector General  
Member

[redacted]  
Director of Communications  
Member

25X1A9a

[redacted]  
Deputy Director of Training  
Alternate for DTR, Member

25X1A9a

Lawrence K. White  
Deputy Director (Support)  
Member

25X1A9a

[redacted]  
Assistant to DD/I (Admin)  
Alternate for DD/I, Member

[redacted]  
Special Support Assistant to DD/S  
Guest

25X1A9a

[redacted]  
Executive Secretary

25X1A9a

[redacted]  
Reporter

25X1A9a

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. . . . The 9th meeting of the CIA Career Council convened at 4:00 p.m., Thursday, 12 May 1955, in the DCI Conference Room, with Mr. Harrison G. Reynolds presiding . . . .

25X1A9a MR. REYNOLDS: Gentlemen, this is Mr. [ ] from the Office of Training. He is taking Matt's place today.

The minutes of the 8th meeting are attached to the agenda for today. With the exception of three statements that I'd like to make-- is there anyone else who has any comments on these minutes? [No response]

In regard to paragraph 3 of the minutes [two Staff Studies on Honor Awards], the recommendation of this Council went forward to the Deputy Director of Central Intelligence, and he has not transmitted them to the Director because we believe he has not approved them. So there will probably be a memorandum forthcoming, back to us, on that point. As you know, Security gave us the ruling on that, so that is probably where it will have to be referred.

25X1A9a X Referring to paragraph 4 of the minutes, I have discussed with the Deputy Director of Support this question of classification and grade structure, and a representative from my Office met with [ ] and four of his people on Tuesday. We cannot meet a deadline of the 15th. I would next hope to have the two papers, one presented by my Office and one presented by 25X1A9a [ ] Management Staff, compared and put together, because we feel that is adequate for this particular study.

25X1A9a In paragraph 9, the last paragraph of the minutes--in addition to Mr. [ ] who was nominated for the War College, we also nominated 25X1A9a [ ] GS-13, from the Office of Operations. Mr. Baird, Mr. Carey and I concurred he was the best available choice before we forwarded this choice to the Deputy Director.

25X1A9a MR. [ ]: This is for the Army War College. We had two slots but had only nominated one candidate, and General Cabell asked that a second 25X1A9a candidate be found, if possible. [ ] had been properly nominated and properly considered by the Selection Committee under the chairmanship of Matt Baird.

MR. REYNOLDS: If there are no further additions or corrections, the minutes stand approved.

Item 2 on the agenda: Applications for the Harvard Advanced

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Management Program. There are two names attached here, but there is a complication because the letter to the Harvard School must be in the office of their business school on Monday morning, so that, whichever one of these is approved, we would appreciate it if one of the Deputies would take this up with the Director tomorrow so that we can get his oral concurrence.

MR. WHITE: Harry, I understand there is a complication here in that Mr. [ ] is now in Europe on temporary duty. I don't know whose fault it is, but he was not asked to make out these forms before he left a few days ago. His name was presented by me practically six months ago, and it would seem too bad to have him lose out now, if he is selected.

MR. [ ] of the Office of Training told me about this and said that while there would be some complication, that shouldn't stand in the way. Apparently the main problem would be to get him to name an external reference.

MR. WHITE: He can name me.

MR. [ ] But that can be worked out. It can be held over. The main thing is to get the nomination in, and some of the papers.

MR. REYNOLDS: Do you believe it would be perfectly in order to send two names--a No. 1 and a No. 2--in the event that Harvard might take two? They didn't say we could only send one.

MR. [ ]: We don't have a quota from Harvard.

MR. REYNOLDS: We would like to submit both names, if that is satisfactory to this Council.

MR. KIRKPATRICK: I would recommend they be submitted, with [ ] as the No. 1, and [ ] as No. 2, because it would be much more useful to [ ]'s job than to [ ] It would do [ ] a lot more good in the Comptroller's Office. [ ] is pretty much of a specialist in languages, and he always will be. I would like to make that in the form of a motion.

[ ] Second.

MR. REYNOLDS: It has been moved and seconded that Mr. [ ] be the No. 1 candidate and Mr. [ ], No. 2. Those in favor signify by saying "aye". Contrary minded? Motion carried and it is so ordered.

May we ask that Mr. [ ] monitor this thing, to make sure that it goes out of the Office of Training?

MR. WHITE: If there is anything that I need to do personally to

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ensure that [ ] doesn't lose out by reason of not getting something in, I'll be glad to do it.

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MR. [ ]: It's between you [indicating Mr. [ ]] and 25X1A9a

25X1A9a

Mr. [ ] isn't it?

25X1A9a

MR. [ ]: I'm going to tell Mr. [ ] at the conclusion of 25X1A9a  
this meeting what the nominations are. If somebody can get Mr. Dulles' approval of these nominations tomorrow, then the letters can go forward tomorrow. They have to arrive in Cambridge Monday.

+ MR. REYNOLDS: May we ask, then, they be delivered to Colonel White so that he can get the approval of the Director?

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MR. [ ]: We will not be able to prepare the formal letters for the Director.

MR. WHITE: Does he have to sign the letters?

25X1A9a

+ MR. [ ]: No, just give his oral approval. Then the letters will be signed by the Director of Training.

MR. WHITE: I don't need any papers, then. I'll ask the Director tonight.

25X1A9a

MR. [ ]: I hope every effort will be made to get Harvard to accept both of them, because it would be of great benefit to Mr. [ ]. 25X1A9a

25X1A9a

MR. [ ]: My understanding is that there is no quota. They may take two or they may take none. The individual is pretty much standing on his own feet. Apparently the usual procedure has been to take one.

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MR. [ ]: You mean Harvard screens the fellow?

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x MR. [ ]: That is right. Harvard reserves the right to reject anybody. That is why the papers are necessary, because the Harvard Selection Committee meets on Monday and the papers are necessary for them to make their selection.

MR. WHITE: Mr. Chairman, I would like to make one statement. Back at some meeting in about November of last year I thought we passed a resolution that we would meet in January of this year and select the candidates to the Defense colleges and the Harvard Business School, and despite that resolution we still find ourselves right here right up against the wire. Now I have known since the first of January that Mr. [ ] was my 25X1A9a candidate to go to this thing. I don't know who is falling down, whether we, the Council or the Office of Training or the Office of Personnel, but I

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just don't see any excuse for us getting up against this kind of a deadline, especially in the face of a resolution which was passed, I think, about the first of December, that these selections would be made in January.

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MR. [ ] It was on 21 December when the Council met. At that

time the papers had already gone out. There is a Regulation [ ] and 25X1A

25X1A

X [ ] which establishes the method of selection. So until that Regulation is changed, the Office of Training say they could not change the procedure--the papers having already left the OTR at that time; the papers inviting persons to apply for the Advanced Management Course at Harvard had gone out. Now the procedure, as I understand it, according to this Regulation, is that anybody in the Agency who wishes to apply will be considered. That is what the Regulation says.

MR. KIRKPATRICK: That isn't pertinent to the issue.

MR. WHITE: Furthermore, we make these Regulations and we can change them, and I don't see any call, after making a stand on the 1st of January, that we can't do anything different because a paper has gone out. There is no excuse for putting the Director in this position. He may not be able to see me between now and tomorrow morning.

MR. KIRKPATRICK: And he wouldn't be inclined, perhaps, to approve it on this short notice.

MR. WHITE: We have a man overseas on a 3-week temporary duty whose chances might be jeopardized by this.

MR. KIRKPATRICK: Why isn't the practical thing to do, Red, now that we are grasping with this problem, to circulate in September the fact that we want candidates to these schools, and consider them the latter part of the year, getting them well wrapped up before we move into the new year, so that everybody can plan assignments.

MR. WHITE: We have another course coming up in September.

25X1A9a

MR. [ ]: There are two of these a year.

MR. KIRKPATRICK: It's a shock to me that an Agency with [ ] 25X9A2 people can come up with only two candidates for a school as valuable to a growing boy as this would be. It would seem the management people would be flocking to apply for this course.

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MR. [ ]: They are not made available by their supervisors, I guess.

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MR. KIRKPATRICK: Let's not go into that.

MR. WHITE: Before we leave this, isn't it appropriate to discuss now when we have to have the next nomination in?

MR. REYNOLDS: May I make the suggestion that we find out whose fault it was and see that it does not occur again, and monitor it from the viewpoint of the Office of Personnel?

MR. WHITE: All right. That particular resolution has gone by the Board, and I don't know when we are going to select the others, but it should be well in advance. A man should know, for his personal planning, a couple of months ahead of time.

MR. [ ]: I don't know what the story is.

MR. REYNOLDS: We will take the responsibility in the future, in the Office of Personnel.

MR. [ ] The Office of Training has the responsibility. I think Matt Baird could explain the reasons for this--that the deadline had already been set for receiving these applications in the papers which had already gone out before the Council suggested this be done.

MR. REYNOLDS: Then I'll needle Matt.

MR. WHITE: And I'll needle both of you.

MR. REYNOLDS: Item 3 on the agenda [Revision of Regulation [ ] 25X1A The CIA Career Council and the Career Services] is self-explanatory. These provisions of [ ] were approved by representatives of the three major components in accordance with the discussion held by this Council on the 31st of March.

MR. [ ]: The changes in the text are really technical changes to permit the changes in the Panel and Board designations [as shown in the Attachment A]. With respect to the Clandestine Services that is already in effect and has been since the 1st of February. So there is no issue in the "D" Service.

MR. WHITE: We see no problem as far as the DD/S is concerned.

[Mr. [ ] also concurred for the DD/I.]

MR. [ ]: There is a technical point which we might consider very briefly, and that is a date which is appropriate for the change, because every Service Designation in the Agency will be changed. I don't know what that date is but I think from a technical point of view it should be set so

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there would be the least possible confusion. It may be that 1 July would be the best date so as not to foul up our year-end statistics and all that sort of thing - I don't know. I suggest the Council leave the fixation of the date on which the change becomes effective to technical consideration [in the Office of Personnel], if that is appropriate.

25X1A9a MR. REYNOLDS: Is there a motion this revision is approved?

[redacted] So move.

25X1A9a MR. [redacted]: Second.

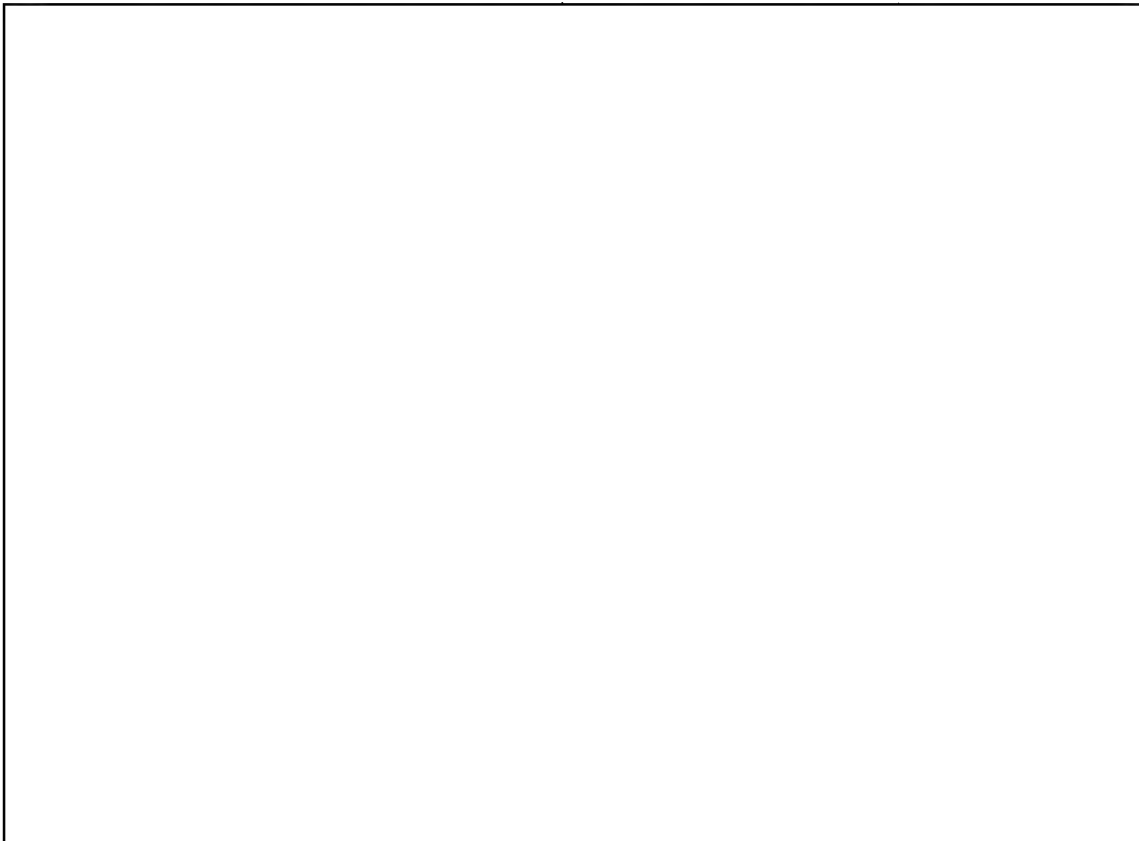
MR. REYNOLDS: Those in favor, please say "aye". Contrary minded?

Motion carried, and so ordered.

Item 4 [the CIA Welfare Assistance Board] is an oral report by myself. A meeting of the CIA Welfare Assistance Board, which was ordered by this Council--an organization meeting was held on the 6th of May. Present-- myself, [redacted] from DD/S.

There were alternates named for all of these persons, and my Deputy-[redacted] 25X1A9a who has not yet arrived--is named as an alternate for me, but I will appoint

25X1A9a [redacted], my Executive Officer, as my alternate pro tem until [redacted]'s arrival 25X1A9a



In connection with this Item 4, I have your memorandum, Red,

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25X1A9a and I have just reported that an alternate has been named in place of [ ] 25X1A9a

\* MR. [ ]: Is there anything on the other Board, Kirk?

\* MR. KIRKPATRICK: No. The lawyers are redrawing the charter, and when that is drawn up and ready to go why I think we can talk about it, because we have planned that this Council will be the internal governing group, and then we will add three or four external members that we had before, which will give proper balance, and, also, we will be able to operate without having the external people in. After that is done then I think the first step is to go on and raise some money so we can have a revolving fund of \$10 or \$15 thousand dollars.

MR. REYNOLDS: We would like very much to have the money back as soon as you have some available, because we haven't much of a margin to operate on.

MR. KIRKPATRICK: I think it would be ideal to have one as a grant organization and the other a loan organization.

25X1A9a MR. [ ]: If a loan from the Welfare Assistance Board can't be repaid, then the other Board can refund the money to the Welfare Assistance Board, or something of that sort.

MR. REYNOLDS: No further questions on that? [No response.]

25X1A9a \* We will go on to Item 5 [Staff Study on Processing Career Staff Applications of Resignees], which we believe is self-explanatory, and if it isn't Mr. [ ] will give you the dope on it.

25X1A9a I'd like to report that there are 75 cases of applications for the Career Staff which have been suspended by the Selection Board because there have been no evaluations on the persons concerned for the last two years.

MR. [ ]: In some cases--I think three--there are no evaluations since 1951, and the Examining Panels finally revolted and said, approximately: "How can we be expected to evaluate performance and suitability when there is nothing in the record to indicate what it has been?" So several Panels came to that conclusion and asked the Selection Board for this authority, and + the Selection Board then authorized me to suspend cases until current evaluations are available. When they are available they will go right back into the stream of consideration by the Examining Panel.

MR. KIRKPATRICK: I do want to raise some questions on this

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particular subject, Harry. I was looking at the agenda, and those last two items probably will not take much time, and I'd like to talk about this while Dick is still here, because it's the whole philosophy of the screening of career applicants. My feeling on it is this: It seems to me that after a career applicant has been approved by his parent Career Service Board and forwarded to the Selection Panel, that it is incorrect for the offices of record in the Agency to take any action on that which would do other than to return it to the parent Career Service Board. What I mean by that is this. In the first lists [1-18] that we screened there were certain individuals that we had information about. My initial inclination was to tell the Selection Board what our information was. Upon more thorough consideration I decided that was incorrect, because I think if there is information in the IG's files on an individual, if the information is of sufficient seriousness it would be with that individual parent office, too, and they should be the ones that would take any action that might change that individual from an "A" applicant to a "B" or a "C", not ourselves by going to a Selection Panel. I venture that I think the same thing applies to anything from the Security, Medical, Comptroller or any other office in the Agency--because it seems to me that we are running a case here of double jeopardy, if it is done otherwise; that if the parent office doesn't have sufficient information in its files, based on Security, Medical, or anything else, to review the individual and say he is not ready for it yet and we're going to put him in a "C" status--for my Staff or any other Staff to become the selection basis, is wrong. That is why I said we are not going to send anymore memorandums or send any more representatives to the Selection Panels. We did it once, but after carefully considering it I believe that is through.

Also, I brought to Colonel White's attention that the Comptroller started to use the Selection Panel as a basis for collecting money, and I took a very dim view of that, because if the Comptroller can't collect his own money through straight command discipline there is something very wrong with the Agency, and the minute we start getting career service mixed into this, we are going to destroy it.

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[ ] We asked the Comptroller and he agreed at the last meeting of the Selection Board that he would notify the Heads of the

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Career Services of delinquencies.

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25X1A9a

MR. [ ]: He has been doing that.

[ ] It had been going to the Admin Officer, but he agreed to send that information to the Head of the Office. I agree with you entirely that the Head of the Career Service should know these things. The last item on here is "career planning", and how can you plan a career if you have something hidden on a man?

25X1A9a

MR. [ ]: That is, of course, what the Panels are, in fact, and the Selection Board, doing, Kirk. This information which for one reason or another--I don't know--has not been available or not been considered by a Career Service, is weighed by an Examining Panel. A decision is made by the Selection Board and the Selection Board refers it back to the Head of the Career Service. That is in fact what happens.

MR. KIRKPATRICK: To take whatever action the Head of the Career Service wants to take, because if he wants to send it back up again, regardless of adverse information in the file, he has that privilege.

25X1A9a  
25X1A9a

MR. [ ]: That is exactly the procedure that is followed.

[ ] But if he doesn't know about it--

25X1A9a

MR. [ ]: I don't know how you get it back to him unless a Panel considers whether it should go back to him or not.

MR. KIRKPATRICK: When I get these lists, or Edwards or Saunders gets these lists on individuals, then is the time it should go to the Head of the Career Service, if the information is of sufficient importance.

25X1A9a

MR. [ ]: I don't know what the Selection Board would do with the case unless it knew what information was being referred back. The Head of the Career Service has made his recommendation.

MR. KIRKPATRICK: The point I am getting at is that these lists or the information as to the applicants who are eligible, should get back to the Career Service Boards before these lists come out of the Boards. We are looking at these too late. That is the point I am making.

25X1A9a

MR. [ ]: The Examining Panel and the Selection Board machinery exists for the purpose of referring just these cases back to the Career Services. The Career Service then considers this information and modifies its previous recommendation.

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[ ] But that means a lot more people know about

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derogatory information.

25X1A9a MR. [ ]: It means three more people know--the members of the Board and Panel of Examiners who are weighing whether or not this should go back to the Heads of Career Services.

25X1A9a . . . Mr. [ ] left the meeting . . .

MR. KIRKPATRICK: But the I&R Staff is an internal DD/P Staff.

MR. WHITE: This is a problem.

25X1A9a MR. [ ]: Under your system there would be no point in having an Examining Panel.

MR. WHITE: What you are shooting at is make sure the Career Service Board uses the same criteria that is going to be used by the Panel. Now, the other side of the coin is--

MR. KIRKPATRICK: I don't think we should use this mechanism to clean up our records, which is what it is doing, because the Selection Board gets in and says, "They apparently didn't see this."

MR. WHITE: But there is a problem there, and I am thinking particularly of security, as to whether the Agency wants--these Career Service Boards are composed of an awful lot of people--and whether you want the Security Office, for example, opening up their files, so to speak, to that many people.

25X1A9a MR. KIRKPATRICK: I don't say that.

[ ]: As Head of the Career Service I want to know it.

MR. KIRKPATRICK: I say this, Red--say we go down the list and we see "X" here--Edwards sees "X" on the list. What I think Edwards ought to do is what I would do under similar circumstances, I would call General [ ] and I'd say, "I see Mr. X on the list. Do you recall we had this problem?" Or, on the contrary, I would say, "You do not know the following information, which is here, because it was never deemed of importance before." Now, actually, there are no such cases--

25X1A9a MR. [ ]: What actually happens with respect to Security is that the Security Office calls and says, "Will you please suspend action on this case until we give you a green light?" No information is provided to the Panel, and the case is handled by Security to their satisfaction, and

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then afterwards it goes before the Panel. Security prefers that to divulging the fact that there is a security problem, let's say on Joe Doakes, to an Office Career Board, because not even the Panel of Examiners knows there is a problem. And Security has now said, "In addition to this we will go to the Head of the Career Service, but we don't want the fact that there is a security investigation about Joe Doakes, being conducted internally, to be available in that office."

MR. KIRKPATRICK: Rud, what would be wrong--you are in list 25 now and there are about [ ] on the list--

25X9A2

25X1A9a

MR. [ ]: There are [ ]

25X9A2

MR. KIRKPATRICK (Continuing): --what is wrong with taking the balance of the people now eligible [ ], and sending one blanket list to the office of record, and as more people become eligible circulating those lists simultaneously with notifying the indigenous Career Service they are eligible?

25X9A2

25X1A9a

MR. [ ]: Security can only handle so many a week. This is established on a flow of 125 to 160 a week.

MR. KIRKPATRICK: What I am trying to do is to give the offices of record a chance to advise the Heads of the Career Services, depending on whether it's a serious matter or not, that they have information which should be considered in SE Division or in OCD, in selecting an individual to come up, so that they hit the offices of record before rather than after.

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MR. [ ]: If you do that then you can eliminate the Panel of Examiners. That strikes at a very basic principle which was established when this whole Career Staff process was set up.

MR. KIRKPATRICK: But we are learning about this by experience.

25X1A9a

MR. [ ]: You will have no assurance that uniform criteria is being uniformly applied, and that is what the Panel of Examiners does. That is the only way in which uniformity can be brought about, and that is why it was established that way. Every case is considered on an Agency-wide basis, and there is a representative of each of the Career Services, depending on the list--if Logistics, Security and IP are on the list of the Panel, there is an examiner from each of those three services--three persons--and those persons examine the list. For example, here is a list of 160 people - "A" cases. Now the three examiners, from Security, IP and Logistics, who are sitting on the Panel that considers that list, and there are only people

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from those services on the list--will say, "Here is Joe Doakes on whom I have some information I wish to bring to the Panel for the other members to discuss. This is a problem I don't know what to do about." So from that basic list of 160 people we will subtract Joe Doakes. Then the seven offices of record--Security, Personnel, IG, I&R Staff, Training, Medical Staff and Comptroller--will have said, "We have information on these seven guys." So there are seven more subtracted from the list. My Staff will have reviewed the Personnel Folder of every person on that list. Two analysts, independently of each other, go through the Folder page by page. The reason we do it is that the File Room is adjacent to our office, and we can get the file out, review it and put it right back again. If each Career Service were looking through the Folders and had those files out, business in the Personnel Office would grind to a complete stop, and you couldn't operate the Agency.

So, say I have 25 cases on which there is material in the Folders which has a bearing on the three criteria which have been set up: personal conduct, intent and job performance. It's on the basis of a poor evaluation, on the basis of excessive leave--the criteria are in this "bible" which goes to each examiner a week before he meets. This check list is used by the analysts on my Staff, which includes [Reading]:

- "Unfavorable Fitness Reports?
- Unfavorable Personnel Evaluation Reports?
- Unfavorable Efficiency Ratings?
- Unfavorable Status and Efficiency Reports?
- Unfavorable '7-point Evaluations'?
- Unfavorable Training Evaluations?
- Debt letters?
- Reprimands?
- Documents in Confidential Envelope?
- Evidence of Security Violations?
- Referral to Employee Review Board or Reassignment Board?
- Disqualifying evidence in terms of Selection Board Criteria?
- Job Performance
- Personal conduct
- Training record
- Intent
- Inconsistency"

Those are the things which my Staff, on the basis of this check list, culls, screens, discovers, surfaces from the Personnel Folder. If everything is checked "NO"--independently by two analysts--I say that is a straight "A" case, and there is nothing to bring to the Panel. If there is as much as one check in the "YES" column, I personally decide whether or not it is significant enough to discuss before the three members of the Panel.

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So every case in this 25 which is brought to the Panel is done by me personally reviewing the file on the basis of a review made by analysts according to very tight criteria and ground rules that were set up. We then subtract 33 cases [1 plus 7 plus 25] from the 160 and there are 127 straight "A" cases. I assure the Panel of Examiners that the seven offices of record and the two analysts working independently on my Staff have no information of any sort whatsoever which would indicate that these 127 are unsuitable for membership in the Career Staff. The Panel then starts with a "straight A list" of 127, and we proceed case by case discussing these 33 which have been earmarked from a list of 160--case by case, and presenting the information to the Panel to "restore to the straight A lists" those on which the Panel thinks the information is inconsequential or is not pertinent to the question of suitability. We then end up, usually--the Selection Board is going to meet next week and the agenda is being prepared--I can't remember the exact figures off-hand, but the average would be, out of 160 cases, 25 of these having been restored to the straight A list, making 150 "straight A" cases, and there are 10 there which the Panel believes the Selection Board should know about. Now of these 10 let's say 5 will be what we call "Special A cases"; that is, the Panel recommends that the individual be admitted into the Career Staff but believes that the Selection Board should be acquainted with the following facts. That is called "a special A case". And in each case the Selection Board makes that decision. There are 5 left out of our 160. The record shows that the Selection Board has reduced I think it is approximately 50 "A" cases to "B" or "C" status, B or C category, on the basis of the information which has been brought to the surface through this mechanism. Now of those 5 let's say 4 of them would be "A" cases which the Board believes should be deferred--be given "B" status-- was one of them, and the rest of you know various other cases. And one would be a "C" case, and there have been some quite obvious cases, at least they were obvious to the Selection Board, I gather, because by the discussion of the Selection Board there was no question but that this person should not be given status even though somehow or other they went through the Career Board with a straight "A" recommendation. I don't know of any other process of getting this back to the Career Board.

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Now when the Selection Board makes the decision the actual

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finding on which the Selection Board took the decision is sent to the Head of the Career Service, together with a memorandum requesting the Head of the Career Service to carry out the instruction of the Regulation, [ ] 25X1A which is this [Reading]: "If an individual applies for membership in the Career Staff and is not accepted, he will be informed of the reasons for the rejection and given assistance and guidance in order to correct or eliminate the causes of his rejection, and to have an opportunity to demonstrate his suitability for future application and selection into the Career Staff." The Head of the Career Service then is given all the information that the Selection Board had, and is asked to tell the individual why the Selection Board has put him in this deferred or denied status, and is requested to carry out the instruction of the Regulation, which is to guide and assist the man so that he can "get himself out of purgatory and become a member of the Career Staff by repairing or eliminating the disability which caused his deferral or denial."

[ ] Yes, but my feelings are ruffled if this happens, and I say, "Why didn't I know about this information that the IG knows or Security has, etc., before I put my stamp of approval on it?" 25X1A9a

MR. KIRKPATRICK: You are subverting your command. 25X1A9a

[ ] So I think as soon as your list of eligibles go out, then the IG, if he has something on somebody, should tell me.

MR. KIRKPATRICK: I think the Selection Board system and the Panel examination system is fine for reviewing the files and ensuring standardization across the Agency, but that is all, but I think if they get into this business of having the punitive offices in the Agency, like Security and my Staff, and [ ] Staff, get into the act ex post facto, after selection by the command Career Services, then we are putting the employees in double jeopardy, and we are actually subverting the whole Career Service system, because I don't think any Examining Panel, unless a Panel convened by the Director, and the Employment Review Board, has the right to go over that material and, in effect, make a second decision concerning the individual. 25X1A9a

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MR. [ ]: The decision they are making has never been considered before.

MR. KIRKPATRICK: By the command echelon, Rud--that is the point

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I am trying to get across--and the Career Service Boards should not lessen the command authorities of the Heads of the Career Services.

25X1A9a [ ] If the Head of the Office knows these derogatory things he has to make a decision and stand by that decision. Here is a case in point. I had a man who had to resign because he got into a drunken brawl. It was a one-time thing. So when I brought him back I said, "I have to do this because this was a sensitive area, but I will go to bat for you if you go to NSA and want to get a job." Well, Security said, "Maybe you don't want to do that, because there is a record of drunkenness."

25X1A9a MR. [ ]: There is nothing I can do about that, you see.

MR. KIRKPATRICK: But there is something we can do about the system.

25X1A9a MR. [ ]: You cannot change a system in midstream, because

25X9A2 there have been [ ] people who have been subjected to this process [ and

25X9A2 [ ] applications have been received by the Selection Board with the recommendation of the Head of the Career Service ].

MR. KIRKPATRICK: I don't think because we have made an error to start with, we have to keep on compounding the error, because I will tell you right now the IG will not tell the Examining Panels any information about any employee. We will tell the command echelon, but we will not review the files again, because I don't want employees or offices to feel that items dealt with the IG in confidence, are being spread out across the Selection Board and the Examining Panel. And, furthermore, [ ] should not be reviewing cases, because he in effect is reviewing his boss' decision. When an individual is selected by the DD/P Selection Board and then [ ] reviews it later--he is an internal DD/P organization, and he should not be reviewing after it has been selected by the DD/P Selection Board--he should be doing it beforehand.

25X1A9a MR. [ ]: I agree with absolutely everything you say, Kirk.

I am not the advocate of this and I did not set up the procedure. You agreed to do this, and so did [ ]

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MR. KIRKPATRICK: But after careful consideration I think it is wrong.

25X1A9a MR. [ ]: Let me make this point: the machinery of the Career

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Boards is completely inadequate to do this job, and they don't do it. The record shows they don't do it, and whether it is going to be done or not, I don't know.

MR. KIRKPATRICK: Then we better get the Career Boards straightened out. I think the Commo Board is adequate, for example.

25X1A9a [ ]: These things that are derogatory I don't want my Career Board to know unless I tell them, but if it's something really derogatory, then I want to know about it, and I will take care of it with the individual.

MR. KIRKPATRICK: And the same thing applies as far as the individual owing the Agency money. The Comptroller should tell the Head of the Career Service, and it should never come up before a Selection Board, because that perverts even our confidential funds system.

25X1A9a MR. [ ]: Do you believe any information which is found in the review of his Personnel Folder should go back to the Head of the Career Service before it comes before the Selection Board?

MR. KIRKPATRICK: I don't feel competent to comment on that, because some files I have seen have everything in them and some have nothing in them, and until the Office of Personnel has had an opportunity to get everything in the File, and the files are divided into a highly confidential section--

25X1A9a [ ] I think the things you have in the Official Files are in my files, and they are available to my supervisors, if we haven't slipped up someplace. If you get a letter about a man being in debt more than once or twice, it comes over to me and gets into the files. These things that the IG and Security have, don't get into their files--not necessarily--but I am satisfied that I have all the information that is in the Personnel Office files, and is taken into consideration.

25X1A9a MR. [ ]: [ ], I believe you do, but nobody else in the Agency does, because we have an "A" case right now with a stack of debt letters that high [indicating heap of letters], and the Head of the Career Service recommended that he be a member of the Career Staff. That is why I am saying the Panel of Examiners and my Staff are doing the Heads of the Career Services a service by doing this.

MR. KIRKPATRICK: I am not criticizing the work you are doing,

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I am criticizing the system, which I think is wrong, and I think Red and the rest of us should get the system straightened out right now before we destroy Career Service, which we are going to do, because some of the employees have already reacted adversely to some of these--

25X1A9a [ ] I am satisfied with the Panel of Examiners because they are looking across the board and hoping that each of the Career Services are using the same standards. But I want to know the derogatory things before I sign my name.

25X1A9a MR. [ ]: If we find something derogatory we can get it to you before it goes to the Panel of Examiners.

25X1A9a DR. [ ]: That is exactly the point.

MR. REYNOLDS: The reason for the existence of this Council is to direct us. Then this Council, therefore, directs the Office of Personnel, who administers this thing, to submit derogatory information to the Head of the Career Service?

25X1A9a MR. [ ]: Then once a week I will have 25 memoranda to write.

MR. WHITE: I appreciate the principle absolutely, and I am for it. As a command principle it is sound. I don't know exactly where we stand on security. I would like to look into this a little more. I don't know. Maybe the Selection Board itself could give us some advice as to how we can best solve this thing. I am a little worried, frankly--you talk about the confidential aspects of certain information in the IG's files--the security files are full of information which has been obtained in the most confidential manner, with complete assurance to the people they obtained it from that it would be protected. Now, with all due respect to the Heads of our Career Services, if you start opening that up, you've got to make very sure that it is going to be protected, because if the Head of the Career Service has to explain that to his own Career Board, and so forth, it's going to be only a short time until you have a few hundred people in this Agency who know what is in the Security files.

MR. KIRKPATRICK: I disagree with you right there, because I don't think the Head of any Career Service in this Agency, I hope, who doesn't feel man enough to say to his Career Service Board, "I am withdrawing certain information which I am not passing on to you, that warrants my putting him in A, B or C category"--I don't think the Boards themselves would feel

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offended, if they respect the Head of their Career Service, for so doing.

MR. WHITE: What we are really suggesting here is that we change the system so that we now provide the Heads of Career Services the same thing that is being provided to the Panels or to the Selection Board, the same set of facts. As a matter of principle, I like that.

MR. KIRKPATRICK: And leave up to Edwards' judgment what he wants to provide.

MR. WHITE: But if that is going to be done--I am not prepared to vote for that this afternoon--if that is going to be done I think some very iron-clad rules have to be laid down as to what the Head of that Career Service can do with the information which he receives.

MR. KIRKPATRICK: I feel this way, Red, that recognizing that Rud has a system going here, and that we all are anxious to get these applications processed as quickly as possible--however, the fact does remain that 1 July last year was the opening date. We started moving in August. Here it is 1 May and we have 1,406 processed. I don't think we are going to hurt anything by slowing up for a week or two and getting it adjusted. I think it is important that we do. Because, as I say, we have had a couple of cases questioned about debts, and they bounced and bounced hard.

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[ ] I'd like to ask Colonel White: You agree that if the information that Security has can be given to a Panel of Examiners, that it certainly could be given to the Head of the Career Service, and I think it should be given to him first so that the Panel of Examiners don't know about it.

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MR. [ ]: We are talking about a highly specialized case when we are talking about security. Security does not come in and give the Panel of Examiners a lot of information. Security says to me, and I don't tell the Panel or anybody--they say to me, because I schedule these cases, "Will you please suspend the case of Joe Doakes for six months", and I see it doesn't come before the Panel of Examiners.

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MR. KIRKPATRICK: The Career Service should be doing that and not you.

MR. [ ]: Security say they are not prepared yet to surface this problem in the operating component, because they may be conducting an investigation right on the spot with respect to that person.

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[ ] I should know when he prepares an investigation, even if he doesn't tell me why.

MR. KIRKPATRICK: That is all we are asking.

MR. WHITE: I don't think we have any problem, but I do think we would be ill advised to pass a resolution this afternoon without having the Security people state their views on this thing.

MR. KIRKPATRICK: Well, I think now that I have precipitated the issue, that the Career Council ought to meet several times immediately, and get the thing straightened out.

MR. REYNOLDS: I think we should have Edwards or [ ] here. 25X1A9a

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MR. [ ]: I have been trying to have people come to the Panel of Examiners to see what the actual procedure is at the Panel of Examiners.

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[ ] I have talked to my members, and I am entirely satisfied with the way they are doing it. I think they are doing a good job. But the Panel of Examiners shouldn't have it until I have set up all the information I can get.

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MR. [ ]: One thing we are coming to is should there be a Panel of Examiners at all, if all of this is done, and if the Agency is going to rely exclusively on the opinion of the Head of the Career Service, then you don't need the Panel of Examiners.

MR. WHITE: Oh yes, you do. What we are saying are two things: we would like to ensure the Head of the Career Service has the same set of facts on which to base his judgment, that the Panel does; the Panel function, then, becomes one of seeing that it is uniform and standardized.

MR. KIRKPATRICK: I think that is fine. That is what the concept of the Panels originally was.

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MR. [ ]: By a slight modification of our present procedure-- we have a list of 160 people and there are a total of 35 names which should be examined or discussed by somebody--I can refer those 35 names and the facts about them to the Heads of the Career Services. That leaves the Panel of Examiners with 125 straight "A" cases, and you don't need a Panel of Examiners, who are GS-15's and 16's, to come to my office and act on it, because there is nothing for them to do except to confirm the fact that I say there is nothing untoward in the record at all which needs any discussion.

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MR. [ ]: I think you missed the point. They will still get

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the 35 cases but they will get them after the Head of the Career Service has reviewed the facts.

25X1A9a MR. [ ]: Will they get the same facts?

25X1A9a MR. KIRKPATRICK: In certain instances they will; but in other instances, if [ ] had been told Security has a question on the man, they won't even get that man because his name won't be sent up. It will cut down on the work, actually.

25X1A9a [ ] I think I have to send it up, but with a recommendation that it be deferred.

25X1A9a MR. [ ]: The Panel of Examiners would review in detail every B and C case to insure that uniform criteria was being used?

25X1A9a MR. [ ]: And they may disagree with the Head of the Career Service.

25X1A9a [ ] But I might have it in for this guy, and the Panel of Examiners should see whether I was wrong in holding it back.

25X1A9a MR. [ ]: Well, the Panel of Examiners has changed some--

25X1A9a [ ] Unless he happens to be a member of the Selection Board--

25X1A9a MR. [ ]: Then it goes back to him and he can appeal or argue it.

25X1A9a [ ] I think this is all right the way it is working but I think from now on out the Head of the staff or component should have whatever is necessary for him to make up his mind as to what recommendation he is going to make.

25X1A9a MR. [ ]: There is one other point to think of here. Your representative [indicating [ ]] is always at the Panel of Examiners that discusses it. Now the question is, is that adequate or not?

25X1A9a In other words, [ ], who is an Examiner, is at the Panel of Examiners. Do we gain very much by going through a lot of papers?--because there would be a tremendous amount of papers. There are going to be 25 memoranda a week to write, and there will be quite a lot of material to write on each one.

25X1A9a Are we going to gain by sending that to you, or will [ ], who is your representative who was nominated by you to do this job on behalf of the Communications Career Service, going to be adequate to represent you on the Panel?

25X1A9a [ ] But he never knows who he is going to examine

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before he gets there.

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MR. [ ]: Oh, yes he does. He has a complete list before he comes. Every Examiner gets this book [indicating], together with a list of 160 people--or whatever the list is--that are going to be considered at that meeting. I brief each Examiner. So Mr. [ ] looks over the people in your own Career Service.

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[ ] I'll change the procedure, then. They will come to me, then. This is only until you have caught up. Because they have gone by. And the Comptroller coming up with financial delinquencies--that was after the fact. We didn't know about that in the beginning. I don't care about a man who is technically delinquent in his accounts, but I am interested in the man who has a pattern of delinquency.

This is one that is going to take a lot of batting around, to be sure we don't slip up on something. I'd like to talk to the people who are on these Panels, too.

MR. REYNOLDS: May we leave it that each component will discuss this with the Head of the Career Service person or persons, and we will have a meeting next week on this?

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MR. [ ]: The Selection Board meets next Friday.

MR. REYNOLDS: I think we should have a meeting of this Board before that and discuss this matter. Try to schedule a meeting for next Thursday on this one point.

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MR. [ ]: Would you like to have any Examiners come?

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[ ] No. I think this is something for guidance for them. But I think we want Security to be here.

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MR. [ ]: Should the other members of the Selection Board be present?

MR. WHITE: Security and Medical. I think that's all.

MR. KIRKPATRICK: I think both Edwards and Tietjen would feel exactly as I feel.

MR. WHITE: I don't think there is any problem. I just want assurance they don't have to reveal this to the whole Board.

MR. REYNOLDS: I know Sheff and [ ] feel that way because I have talked to them about it. If that is satisfactory, then, to all present, we will have a meeting next Thursday at 4:00 o'clock and consider

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this matter alone; and present will be either Colonel Edwards and/or [ ] man, and Tietjen of the Medical Staff.

25X1A9a MR. [ ] May I ask this point: what about the other members of the Selection Board?

25X1A9a [ ] I&R ought to be here. I&R is a DD/P man, that is true, but when they go out they also inspect my people, which I am glad to have them do. Shouldn't they be present? Because presently I&R give information to you or to the Panel of Examiners.

MR. REYNOLDS: I think that question could be better answered by the Inspector General.

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MR. KIRKPATRICK: I will talk to [ ] about it, because this is something between myself and the DD/P.

MR. REYNOLDS: I don't think other members of the Selection Board need to be here because they are adequately represented here by the components. There are people from Gene's office, and people from the DD/P--either Dick or [ ] represent those two men. I think we're all right on it.

25X1A9a / Now, the last item, Item 6 on the agenda, we can defer or we can discuss it now. I would like to point out to all members of the Council that the twelve Career Services have forwarded their quarterly reports, as the Council directed at its meeting in October. These reports describe the activities of the Career Boards and the major policy questions that they have been considering, and the results they have achieved in the period 1 January through 31 March. These reports are available to the members of the Career Council, and, if desired, can be distributed to the Heads of the Career Services; or they can be duplicated, if desired, for simultaneous distribution to the Career Services and the Council. A study and analysis of these reports may help to answer some of the questions the Inspector General raised in paragraph 3 of his memorandum. This is the master book which contains all these reports from the Career Services. It is not quite complete but will be by Tuesday of next week.

MR. KIRKPATRICK: I would like to ask that this memorandum of mine, having served its purpose, that it be destroyed. You can see from this that I think our whole career program is going to stand or fall on the attention the individual offices give to their Career Boards. And, as we point out, there are a couple of very good Boards here, and several others

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that leave something to be desired.

25X1A9a [ ] I concur in your recommendation. I only have one comment on this "monitor individuals". I can't monitor individuals until they get up pretty high. I can monitor categories of individuals, such as I lump career patterns: radio operators, supervisors, operations officer-- they are all in one lump, and I can monitor their movement within that family of specialists. But to take one radio operator and plan his career from now on out, I just can't do it.

MR. KIRKPATRICK: I think you are absolutely right. I think your lower echelons--by patterns. I would say it would be five years before the Agency gets into really sound planning across the board.

25X1A9a MR. [ ]: The Office of Training has 300 career development plans in detail, on paper, reviewed and approved; and another 200 will be done within the next two months, I believe.

25X1A9a MR. [ ] By the end of the year.

MR. [ ] Kirk, I feel that we are making progress. It's not spectacular, but there's a lot that has been done which isn't evident here. Take in OCI, we have now interviewed everyone there, either by the supervisor or somebody in the command channel, and we have plans on over 80 people. But the workload, the judgment and arrangement that each plan takes, is very time-consuming, and it's going to take a long time because it will affect a large percentage of employees in their day-to-day operations. We are spending a lot of time on what is the best way to go after career planning. Should everyone have a detailed plan? There are problems like that. We welcome guidance from Personnel and so on.

MR. KIRKPATRICK: I think with all our surveys some offices are pulling up their socks pretty drastically. But it is tragic to see otherwise a good program faltering because of the lack of attention by the Head of the Career Service.

25X1A9a MR. [ ]: Again, Kirk, we have had nine months to get going. We thought first we had to get the basic fundamentals in line. That has taken time. We had to assure equitable treatment in promotions, a better handling of training requests, a better handling of Fitness Reports. Those are basic fundamentals that we, frankly, spent our time on first, and now we're moving into the career planning. All of this is basic to career planning.

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[ ] I don't believe the head of the component or his deputy should be Chairman of the Career Service Board. I think our senior people should do it. But I keep the same ones on for six months and they are advisory to me. If I am there people talk very differently, and my Board really gives them a rough time. If a Division Chief comes in and says, "I want this one"--he really has to shell out and prove it, but if I am there he talks differently.

MR. WHITE: Kirk, I had planned for certain parts of this memorandum to be extracted and sent to my people.

MR. KIRKPATRICK: I don't object to that.

. . . Off the record . . .

MR. KIRKPATRICK: Rud, would you take care that no copies of this memo are floating around the Office of Personnel?

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MR. [ ]: There were 14 of these made.

MR. REYNOLDS: Any further questions?

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MR. [ ]: Kirk, do you have any words of wisdom on career planning? Certainly we don't plan to have a detailed career plan on all people.

MR. KIRKPATRICK: What I would like to see this Agency reach, Gene-- and this goes right across the board--is some stage, whether we bring them in at the JOT level, the junior echelons or senior echelons, before that employee ever steps through the portal of this Agency we will have a program worked out: Mr. Smith is coming on; his specialty is thus; his first year will be spent--6 months in the Office of Training, taking the following courses; thereupon he will go to such and such a desk and serve there for one year; following that he will get another training course; then he will go on an overseas tour; on his return from overseas he will probably be eligible for consideration in taking over a section or a branch. So that when somebody enters the Agency three, four or five years are all worked out. I envisage the Selection Board then getting to the stage where they are reviewing newcomers coming into the Agency, and periodically reviewing those eligible for promotion, either specialists or in the general field, and selecting people for the Executive Inventory. When we get to that stage we will really be having a Career Service.

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MR. : There is one other aspect we have been working on, and that is we are putting emphasis on operational requirements. Where do we want to be four or five years from now? And then look at career plans in light of that, so that we can direct our training, and so on, into our needs.

MR. REYNOLDS: Any further business, gentlemen? If not, the meeting is adjourned.

. . . The meeting adjourned at 5:10 p.m. . . .

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